



# *Integrity Insights*

Office of Professional Responsibility

Volume 1, Issue 5

## ***Meet the OPR Staff***

**Robert Walters, Investigator**

Robert, a graduate of Lincoln University, has worked for the district for one year. Before coming to the district, he worked in law enforcement and for federal and state governmental agencies. Mr. Walters has been a police officer in Jefferson City, Missouri and an investigator for the state of Missouri. Additionally, the United States Postal Services tapped him to serve in an executive role for the human resources departments. Robert was also the director of the Human Rights Commission in Sioux City, Iowa. A certified mediator, Mr. Walters has mediated for the Texas Department of Criminal Justice and the Texas Youth Commission.

**Charles Pearre, Inspector**

Charles worked for the Internal Revenue Service for 28 years, 8 years as an auditor and 20 years as a Special Agent in the Criminal Investigation Division. Charles was trained as a Computer Investigative Specialist and conducted investigations of electronic data. As an Asset Forfeiture Coordinator, Charles provided technical expertise to Special Agents relating to the seizure and forfeiture of assets obtained via criminal means. He spent 4 years as a Supervisory Special Agent and the last 3 years of his IRS career as a Senior Analyst on the staff of the Director of Field Operations for the Midstates Area.

**Sally Salinas, Administrative Assistant**

Sally Salinas attended Dallas public schools and graduated from W. H. Adamson High school in 1997. She received her Business Administration and Technology Certification from American Trade Institute in April 2000 and is currently finalizing the work required to complete her Associates in Management from Dallas County Community College District. Sally has worked for the Human Resource departments of various well know bakeries in Dallas County and has brought her experience and knowledge to Dallas ISD. Sally was employed by the district in October 2004 after completing a long term assignment through a temporary agency. Her first assignment in the district was the Instructional Services Division. She later joined the Curriculum and Instruction Department. In May of 2007, Sally became a member of the Office of Professional Responsibility staff.

To contact Robert, Charles, Sally or other members of the staff of the Office of Professional Responsibility call (972) 925-8850

## ***Embodying Ethics***

It's Thursday and the fifth grade students at Cradle Elementary are excited because it's the last day of school this week. Everyone will be out of school both tomorrow and Monday and as a reward for good behavior, the fifth grade team will be showing a movie this afternoon.

Before the movie, Mr. Mancuso takes his class for a restroom break. One of his students, Al, runs out of the boy's restroom and swings his leather belt at the other boys as they try to come through the door. Mr. Mancuso tells Al to stop, however, he continues to swing the belt. Mr. Mancuso steps in the path of the belt and takes it from Al before he can swing it at any other student.

Since Al can no longer tease his classmates, he decides his teacher is now fair game. He starts cursing and taunting Mr. Mancuso. Mr. Mancuso tells Al he needs to be quiet. Al just gets louder and louder. He gets so loud, in fact, that Mr. Martin, another fifth grade teacher, comes to his door to see what's going on.

As Mr. Martin stands in the doorway of his classroom, he hears Mr. Mancuso tells Al once more that he needs to be quiet. When he does not, he sees Mancuso reach over, put his right hand around Al's throat, push him against the wall and lift him in the air. He watches as fear fills Al's eyes and he begins to cry. After a while, Mr. Mancuso releases Al and takes him and the rest of the students back to the classroom.

What should Mr. Martin do?

1. Call the Child Abuse Hotline and report this incident.
2. Say nothing. It could be him losing control the next time and he may need his co-worker's support.
3. Call the child's parents.

See the bottom of page 3 for the answer.

## ***Past and Present Ethical Thinking***

It takes many good deeds to build a good reputation, and only one bad one to lose it.

Attributed to Benjamin Franklin

## Dallas ISD Policy You Need to Know

Around this time of year many employees express confusion about the policies that govern the use of leave. DEC (Local) says that state personal leave may be used for any reason during the school year except that it may not be used for personal business during the following periods:

1. Two days before the beginning of the school year, except to complete a college course as approved by the General Superintendent or designee;
2. Two days before or two days after the end of each semester;
3. Two days before or two days after the Thanksgiving holiday, winter vacation, spring vacation, or other holiday designated on the official District calendar; or
4. Two days before the close of the school year.

To read all of DEC (Local), visit the Board Policy page on the district's Website.

### Integrity in the Headlines

Washington, DC

A U.S. District Court jury will begin deliberating this morning on the corruption case against Andre J. Hornsby, former chief executive officer of Prince George's County public schools."

Mr. Hornsby, 54, faces 16 counts of criminal misconduct in connections with a purported plan to profit from a consulting contract and an educational-software contract, federal prosecutors say.

From The Washington Times

New Orleans, LA

The Orleans Parish school system is about to build or renovate several new schools. These new schools must conform to community standards - hopefully another community's standards.

From New Orleans Publishing Group

### History and Ethics

Individuals have the power to shape the culture of an entire organization. One organization that was shaped by the attitudes and beliefs of one individual is Motorola. Because of its founder, Paul Galvin, the company has a commitment to developing a good product while consistently doing business in an ethical manner. These strong ethical values have established Motorola as a good corporate citizen.

The company was founded by Paul Galvin and his brother, Joseph, as Galvin Manufacturing in 1928. Initially they manufactured a device that allowed home radios to draw their power from an electrical outlet. One year later, they changed the company's focus and began to design and produce car radios. When the brothers partnered with William Lear to create a motorized Victrola, the company's name was changed to Motorola by joining 'motor' with the 'ola' from Victrola.

Paul Galvin had grown up in the Midwest where he learned to value personal loyalty, assess a man's character, and live by a strong moral code. He developed strong beliefs about ethical behavior and respect for people. He carried those beliefs and values into his business ventures.

When Galvin started his company, he saw his workers as important members of his team and went out of his way to let each worker know his individual importance. Galvin was also concerned about the financial welfare of his employees and made sure that as Motorola succeeded, they did too. At one point the company was struggling financially, but Galvin kept the regular employees on the payroll. When the financial outlook improved, Galvin paid Motorola employees high salaries and offered fringe benefits that included profit sharing.

Paul's ethical values and beliefs were also extended to the consumer. Galvin worked to make sure the company's products were reliable and that consumers received good value for their hard earned dollars.

Paul Galvin passed his values on to his son, Bob, who succeeded him as CEO in the 50s. Bob is largely credited with institutionalizing Motorola's ethical culture. He did so by writing a series of 31 essays, called *For Which We Stand. A Statement of Purpose; Objectives and Ethics*. Bob, like his father, believed in uncompromising integrity. Employees today still hear the story out how Bob withdrew from a lucrative contract in a foreign country because it included payments that appeared to represent a kickback.

Bob believed there was no such thing as "situational ethics". However, as a realist, he also understood that as the company moved into the global economy, no one could predict the ethical challenges they might face. Consequently, he decided to provide an ethical framework that would allow all Motorola employees, or "Motorolans", to act ethically whenever they were confronted with an unexpected or unfamiliar ethical challenge as they worked with each other and new global partners. The company developed a Total Customer Satisfaction Card for all employees to carry. The card has been translated into the dominant language of each country where Motorola does business. The card reminds employees of the company's core values of Constant Respect for People and Uncompromising Integrity; the company's key goals; and key initiatives. These values are so infused into the company's culture that employees understand that a violation of the code is tantamount to committing professional suicide.

The culture of Motorola that began with the strong, uncompromising values and beliefs of its founder remains today. His spirit is embodied in the credo that serves as a reminder of the behavior expected of all of the company's 120,000 plus employees, "Times will change. Our products will change. Our people will change. Our customers will change. What will not change is our commitment to our key beliefs."



Dallas Independent School District



People make ethical decisions every day. However, at times, a situation presents itself that poses a decision-making dilemma. This section will feature common ethical decision-making models that may prove useful to readers when trying to address an ethical dilemma.

The “If everybody did it...” Test can be used to determine when you must make a quick ethical decision. Stop and ask yourself this question, “World would be a better or worse place if everyone made the decision I am considering?” Once you know that the decision you would make would make the world a better place to live, move forward with your decision.

### A Look at Our Work

As of this month, the Office of Professional Responsibility has received 276 case for investigation. Of these cases, full investigations have resulted in 43 exonerations.

### Training Update

*Now Offering:* Introduction to OPR for New Hires

*Upcoming Training Dates:*

Ethics Update for PDST - December 19

Ethics Update for Bond Office Employees - January 14

Ethics Update for IT Employees - January 10, 17, & 24

Ethics I for New Nurses - January 25

*Central Office department heads call (972) 925-8849 to schedule your staff for the one hour Ethics Update.*

Mr. Martin should call the Child Abuse Hotline at (888) 572-2873 and report this incident. Employees have a legal duty to child report abuse or neglect within 48 hours. Go to <http://www.tasb.org/policy/pol/private/057905/> and search for FFG (Legal) to read the policy in its entirety.

### Q. What does OPR do?

Answer:

The Office of Professional Responsibility (OPR) was formed to investigate instances of; fraud, waste and abuse involving employees of the Dallas Independent School District. In addition to this primary function, the OPR also has responsibility for investigating significant violations of District policy, most Child Protection Service (CPS) referrals, Equal Employment Opportunity investigations on behalf of Legal Services and conducting the annual Criminal Record Checks (CRC) relating to employees.

The overall mission of OPR is to help enhance the image of the Dallas ISD within the community as the District strives to be recognized as one of the best urban school districts in the country by 2010.

### Q. I think your investigative techniques are too harsh. Why do you use them?

Answer:

We use generally accepted investigative techniques such as evidence identification and collection, interviewing, and document examination. We believe it is vitally important that our investigations are fair, balanced and thorough. We believe it is just as important to exonerate an employee of wrong doing as it is to implicate them. That said, frequently our investigations involve difficult and troubling allegations that require us to “ask the hard questions and gather the hard evidence”.

### Contact Us For Questions or Concerns About Employee Ethics or Integrity

Student Support Services Building  
2909 Buckner Blvd.  
Room 805  
Phone: (972) 925-8850  
Fax: (972) 794-3568  
[www.dallasisd.org/about/integrity](http://www.dallasisd.org/about/integrity)

### Report Fraud, Waste, or Abuse

Visit us in person or  
Call: (972) 925-8850 or 800-530-1608  
Email: [opr@dallasisd.org](mailto:opr@dallasisd.org)  
Write us at: P.O. Box 181509  
Dallas, TX 75218-8509

